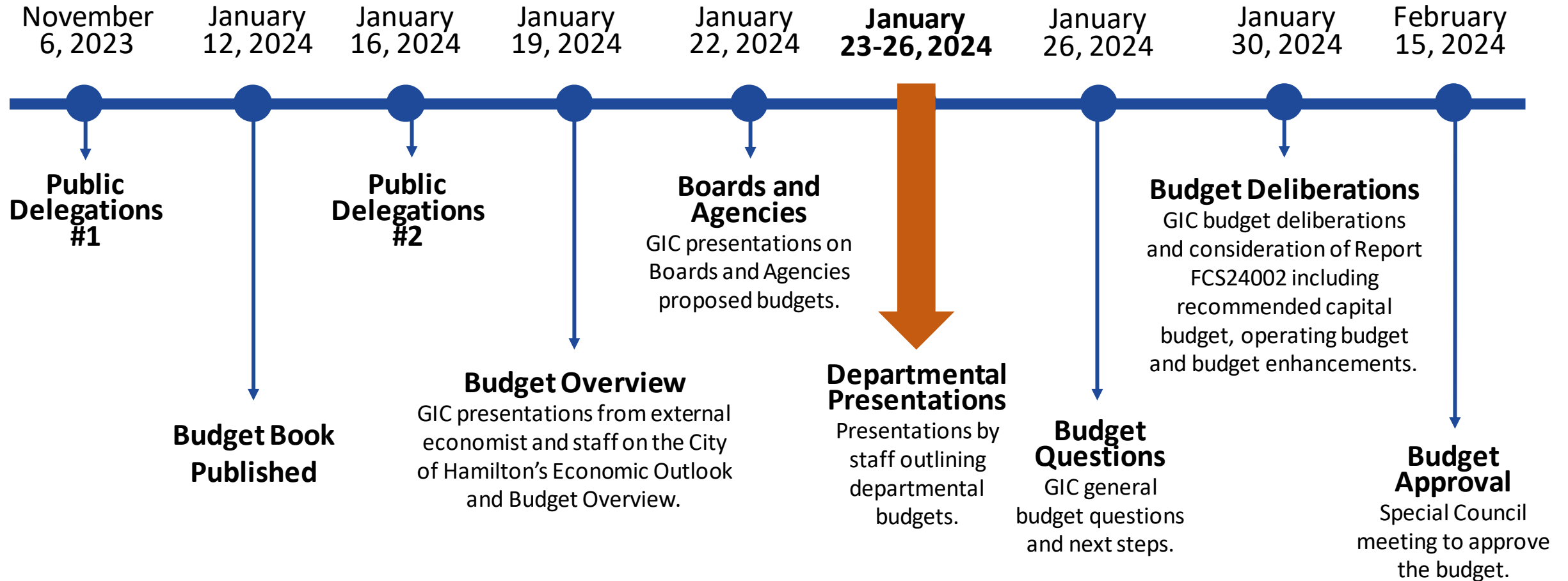


2024 Proposed Tax Supported Capital & Operating Budget

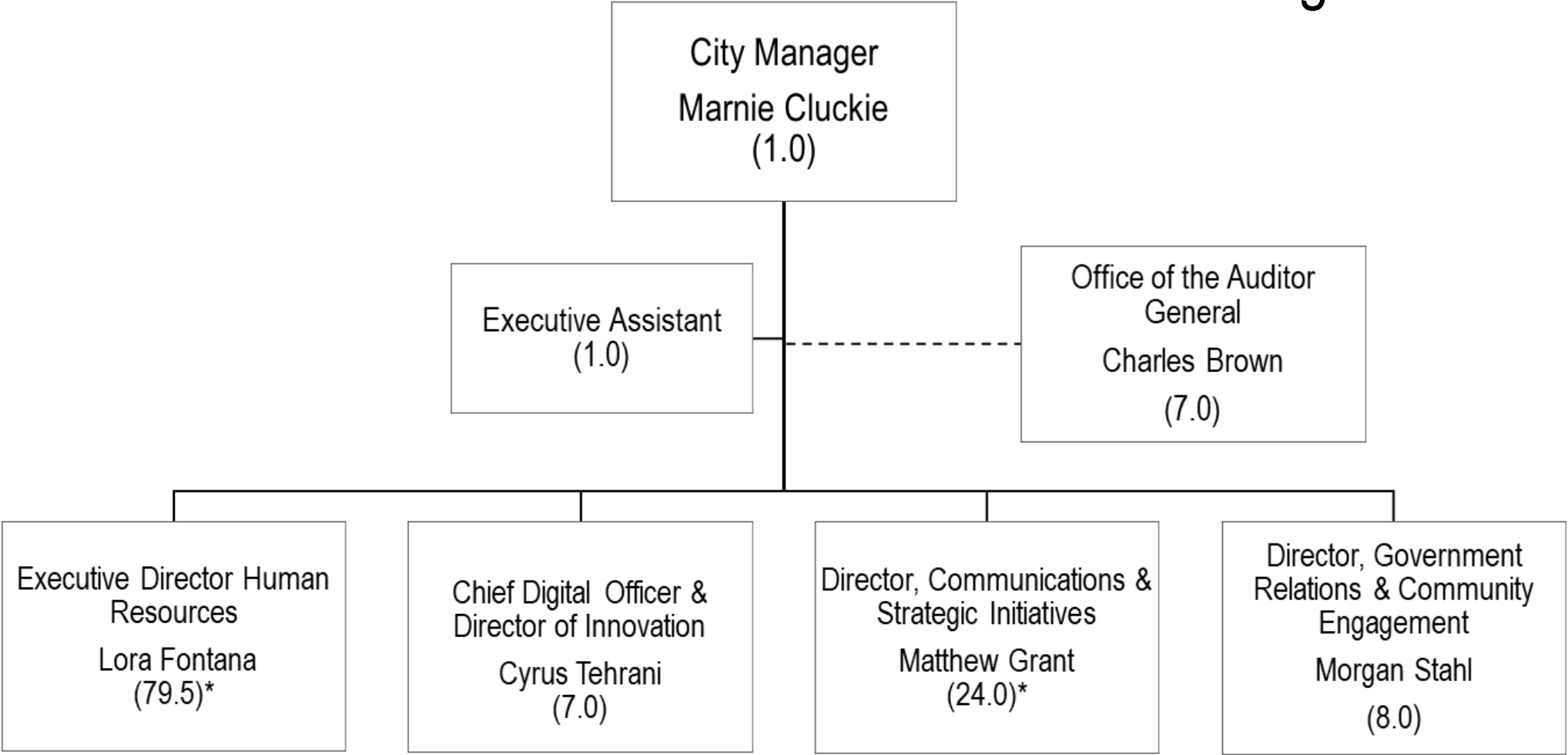
CITY MANAGER'S OFFICE



Tax Budget Process



Organizational Chart



**1.5 positions funded by Metrolinx: 1 in Communication & Strategic Initiatives, and 0.5 in Human Resources*

Overview of Services Provided (1 of 2)

Employee Health, Safety, Wellness & Respectful Work Environment

- Injury and illness prevention
- Workplace mental health and well-being
- Return to work for injured/ill employees
- Absenteeism
- Inclusion, Diversity, Equity, and Accessibility
- Harassment and discrimination investigation
- Human Rights Tribunal of Ontario applications

Talent, Total Rewards, & HR Operations

- Recruitment
- Succession Planning
- Benefits & Compensation
- Learning & Development
- Reporting, Data & Analytics

Labour Relations

- Collective bargaining
- Grievance resolution
- Performance management

External/Internal Communications

- Media Relations
- Social Media
- Marketing/Advertising
- Reputation Management
- Communications Planning
- Public Education
- Corporate Website
- Digital Public Engagement
- Emergency Communications

Communications Support

- Graphic design
- Brand standards
- Corporate ad purchasing

Overview of Services Provided (2 of 2)

Audits and Reviews

- Value for money audits
- Council requested investigations/audits
- Process controls audits
- Lesson learned reviews

Investigations

- Administration of the Fraud and Waste Hotline
- Fraud/wrongdoing allegations
- Complaints of wasted funds

Community Initiatives & Public Engagement

- Engage Hamilton
- Public Engagement Policy and Framework

Digital Innovation

- Digital Strategy implementation and oversight
- Public access to data
- Broadband and digital equity
- Innovation and Technology pilot projects

Strategy and Partnerships

- CityLAB program
- Corporate partnerships/revenue opportunities

City Enrichment Fund

- Administration and oversight

Government Relations

- Advocating on behalf of Hamilton needs with government partners
- Seeking investment to advance Council Priorities

Advancing Council Priorities

Responsiveness & Transparency (1 of 2)

Get more people involved in decision making and problem solving

- Implementation of corporate-wide public engagement policy to consistently apply public engagement practices on City initiatives.
- Completion of review of role of Advisory Committees.
- Finalize and implement the work of the Mayor's Task Force on Transparency, Access and Accountability to improve public access, transparency and accountability at City Hall.
- 2024 Budget investment in the work of the Hamilton Anti-Racism Resource Centre (HARRC).
- 2024 Budget investment to expand the City Enrichment Fund to meet community needs, with a target goal of \$9.6M in available annual funding by 2028.

Prioritize customer service and proactive communication

- 2024 Budget investments in staffing and technology to develop and implement a City-wide customer service strategy and begin initial migration of some services to a new Customer Relationship Management solution.
- 2024 Budget investments to improve accessibility of City reports and products and compliance with Accessibility for Ontarians with Disabilities Act (AODA) requirements.

Responsiveness & Transparency (2 of 2)

Implementation of the City's Digital Strategy to enhance customer-centered service design

- Approval of a first Digital Strategy, including early implementation efforts such as Digital Signature Solution, launching the City Performance Dashboard and completing Digital Services Inventory.
- 2024 Operating and Capital Budget investments in staffing and technology to continue the implementation of the strategy with focus on developing Digital Standards and corporate tracking of supporting projects.

Build a high performing public service

- In 2023, staff created 1,389 Action Plans to implement the findings of the employee survey.
- 2023 investments in non-union compensation through the Recruitment & Retention strategy improved non-union attrition in 2023 from 15.36% (year end 2022) to 9.26% as of December 2023.
- 2024 Budget includes investments in additional staffing and technology to improve Human Resources support for City departments and develop new software for scheduling and time and attendance management.
- 2024 enhancements to recruitment tools to improve applicant and new hire experience.

Sustainable Economic & Ecological Development

Increase funding from provincial and federal partners and advocate for a new fiscal framework for municipalities

- Strong City representation at Association of Municipalities of Ontario, Rural Ontario Municipalities Association, Ontario Big City Mayor's Caucus, and Federation of Canadian Municipalities.
- Over 40 meetings in 2023 with Ministers, Associate Ministers, Deputy Ministers, and local elected representatives to strengthen relationships and advocate for Hamilton-specific priorities.
- Coordinated a supportive housing roundtable with Ministers and a federal roundtable with Hamilton-based MPs focusing on local housing solutions.
- 2023 advocacy efforts helped secure \$93.5M Housing Accelerator Fund, \$3.5M+ Interim Housing Assistance Program, funds for the Community Safety and Well-being Plan and ongoing support from the Federal Gas Tax Fund and Canada Community-Building Fund.
- 2024 advocacy efforts focussed on grant readiness, ongoing dialogue with provincial and federal counterparts, and active participation in tables and working groups for increased funding and municipal revenue.

Proposed Operating Budget

2024 Proposed Tax Operating Budget Summary

Division	2023	2024	2024 vs 2023		Council Referred Items	Business Cases	2024 vs 2023	
	Restated Budget	Proposed Budget	%	\$			%	\$
Auditor General	1,260	1,263	4	0.3%			4	0.3%
CMO - Admin	269	302	32	12.0%			32	12.0%
Communication & Strategic Initiatives	2,903	3,111	208	7.2%		70	278	9.6%
Digital & Innovation Office	473	543	69	14.6%		12	82	17.2%
Government & Community Relations	1,351	1,534	184	13.6%	115		299	22.1%
Human Resources	8,926	9,269	343	3.8%		66	409	4.6%
Total City Manager's Office	15,182	16,022	840	5.5%	115	149	1,103	7.3%

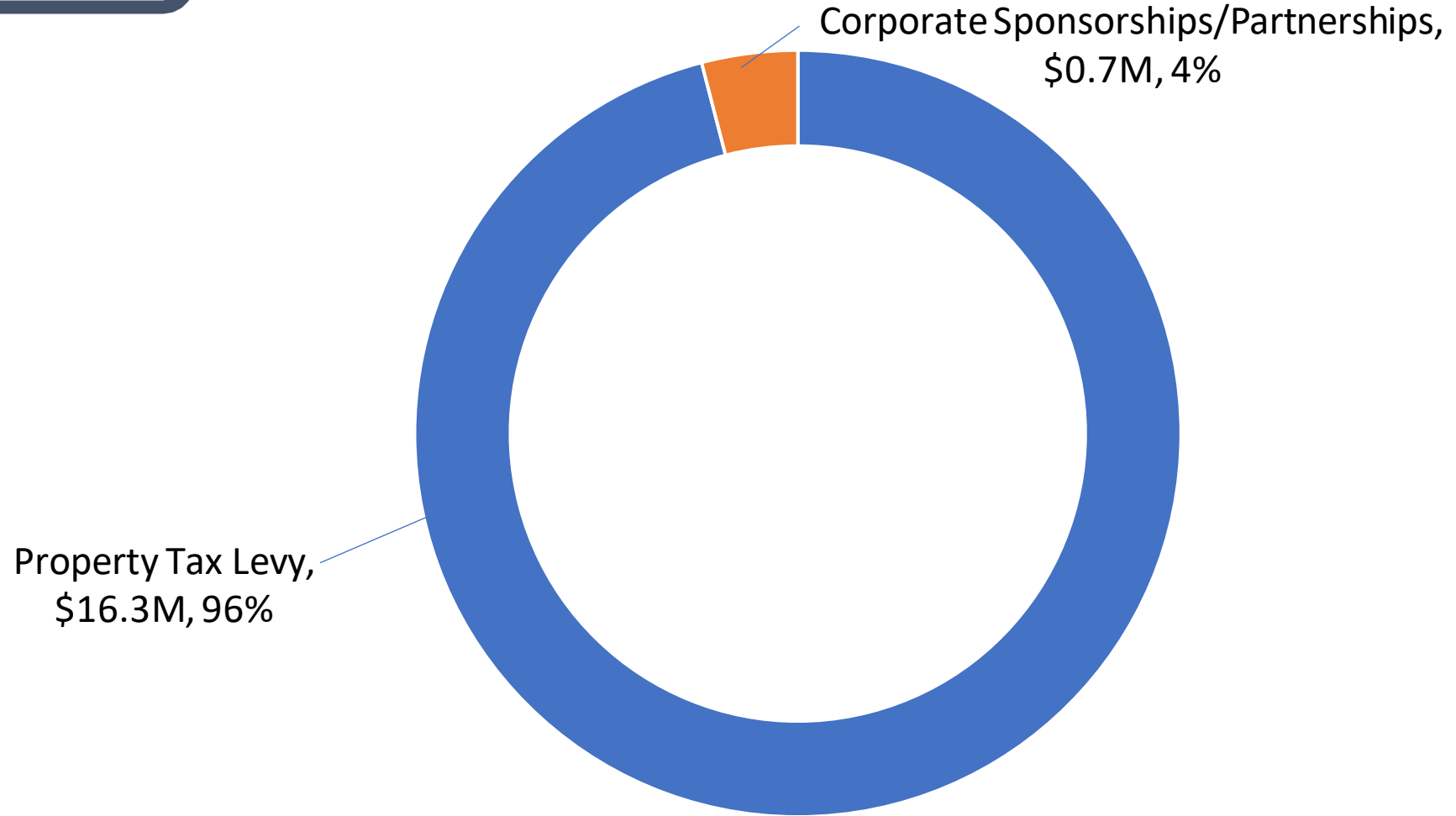
NOTE: For more information on this slide, please refer to full budget report pages 147-175.

2024 Proposed Complement

	2023 Approved Budget FTE	2023 Restated Budget FTE	2024 Proposed Budget FTEs	2024 Proposed vs. 2023 Restated	
				FTE Change	% Change
City Manager					
Auditor General	7.00	7.00	7.00	0.00	0.0%
CMO - Admin	2.00	2.00	2.00	0.00	0.0%
Communication & Strategic Initiatives	24.00	24.00	24.00	0.00	0.0%
Digital & Innovation Office	7.00	7.00	7.00	0.00	0.0%
Government & Community Relations	8.00	8.00	8.00	0.00	0.0%
Human Resources	79.50	79.50	79.50	0.00	0.0%
TOTAL City Manager	127.50	127.50	127.50	0.00	0.0%

Operating Budget Funding Sources

\$17 M*
Gross Budget



Operating Budget Drivers

- \$0.9M | 5.9% Salaries, Wages and Benefits
- \$0.1M | 0.7% Annualization of previous year's enhancements
- (\$0.2M) | (1.1%) Total operating budget mitigation
- **\$0.8 | 5.5% Total Net Levy Change**

Operating Budget Mitigation Strategies

Mitigation Achieved: \$327K | 2.1% Decrease in City Manager's Office Operating Budget

Reduction in consulting budget: \$155K

- Reducing the consulting budget and bringing on additional staffing will enable the completion of work in-house at a more cost-effective rate

Increase to Gapping Target: \$172K

- Corporate-wide increase to gapping targets to align with recent vacancy trends

Council Referred Operational Investments

Hamilton Anti-Racism Resource Centre (HARRC) Funding (CM20007(d))

Government and Community Relations

2024 Net Levy Impact: \$115,000 | Gross Annualized Impact: \$190,000

Staffing Impact: 0

- Develop a service agreement with HARRC supported by sustainable annual funding, to invest in the ongoing operations of the center.

Increase to the City Enrichment Fund

City Enrichment Fund

2024 Net Levy Impact: \$526,000 | Gross Annualized Impact: \$526,000

Staffing Impact: 0

- Continuation of an 8% annual increase to the City Enrichment Fund to meet community need and requested demand, with a target goal of \$9.6M in annual funding by 2028.

HR Policy & Planning Specialist

Human Resources

2024 Net Levy Impact: \$66,000 | Net Annualized Impact: \$66,000

Staffing Impact: 1 FTE

- To support increasing workloads in Human Resources related to policy development, meeting legislative requirements, and to provide HR support for City departments.
- Partially funded through re-purposing of external consulting services budget.

Senior Project Manager Digital & Innovation

Digital & Innovation Office

2024 Net Levy Impact: \$12,200 | Net Annualized Impact: \$12,200

Staffing Impact: 1FTE

- Convert temporary position to permanent to lead the development of the City-wide Customer Service Strategy and advance digital service delivery.
- Partially funded through re-purposing of external consulting services budget.

Digital Accessibility

Communications & Strategic Initiatives

2024 Net Levy Impact: \$70,400 | Gross Annualized Impact: \$140,500

Staffing Impact: 1 FTE

- Third-party review of accessibility of City documents made available in digital formats has identified low compliance. Additional staffing will focus on accessibility of historical documents as well as implementing standards to ensure full compliance for future documents.

Department Multi-Year Outlook

	2024	2025			2026			2027		
	Current Budget	\$	2025 vs 2024		\$	2026 vs 2025		\$	2027 vs 2026	
			\$	%		\$	%		\$	%
CITY MANAGER										
Auditor General	1,263	1,445	181	14.4%	1,467	23	1.6%	1,492	24	1.7%
CMO - Admin	302	305	4	1.2%	309	4	1.3%	315	6	1.9%
Communication & Strategic Initiatives	3,181	3,307	126	4.0%	3,367	60	1.8%	3,443	76	2.3%
Digital & Innovation Office	555	779	224	40.4%	785	6	0.7%	802	17	2.1%
Government & Community Relations	1,649	2,056	406	24.6%	2,087	31	1.5%	2,124	37	1.8%
Human Resources	9,335	9,431	96	1.0%	9,537	106	1.1%	9,598	61	0.6%
TOTAL CITY MANAGER	16,286	17,324	1,038	6.4%	17,553	229	1.3%	17,774	221	1.3%

* NOTE: For more information on this slide, please refer to full budget report page 153.

Proposed Capital Budget

2024 Proposed Capital Budget Summary

Human Resources: \$973K Net

100%
Levy
Funded

Enterprise UKG Dimensions (Kronos)

- 27-month project – total cost of \$7.4M (\$973K investment in 2024; \$4.1M in 2025 and \$2.4M in 2026)
- Software for scheduling and time/attendance to streamline workflow, reduce costs, eliminate redundancies, and enhance productivity

Communication & Strategic Initiatives: \$224K Net

100%
Levy
Funded

Digital Accessibility

- Three temporary staff for a two-year period to address City’s Accessibility for Ontarians with Disabilities Act (AODA) compliance for historical documents
- Remediate digital documents through proper preparation, converting to HTML, or removing them from the City's website as needed

2024 Proposed Capital Budget Summary

Digital & Innovation Office: \$675K Net

100%
Levy
Funded

Digital/Open Data Infrastructure (\$75K)

- Enhance organizational data maturity, literacy and data availability

Smart City and Digital Transformation Program (\$150K)

- Support digital service delivery modernization

Public Safety Network Feasibility Review (\$200K)

- Enhance critical emergency response and city operational stability

Enterprise Customer Service (\$250)

- Development of Enterprise Customer Service Strategy

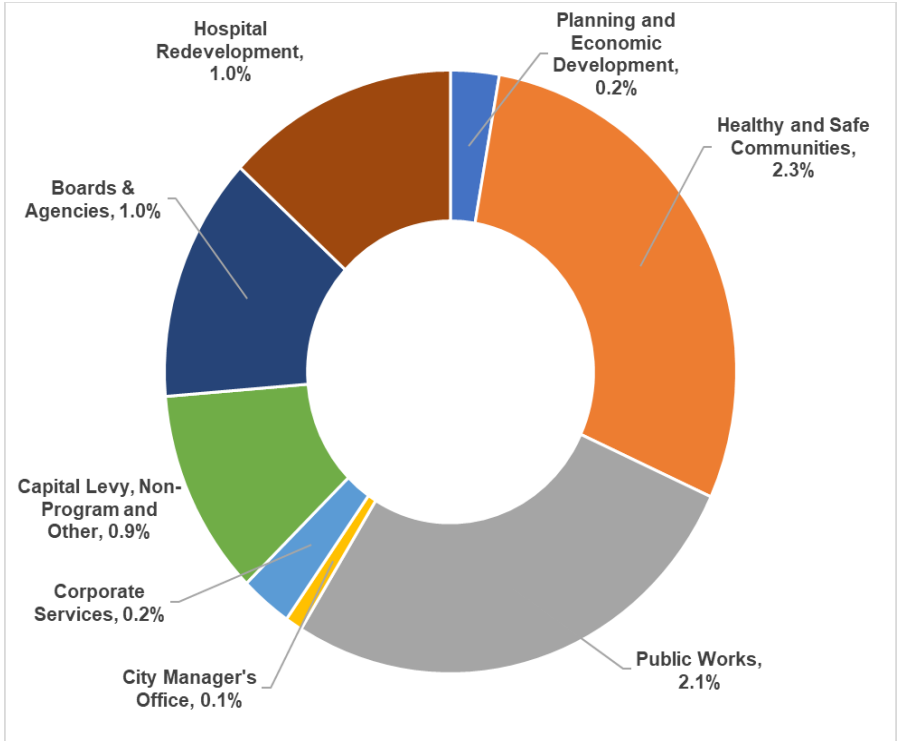
Proposed Budget Summary: City Manager's Office

Proposed Budget Summary

OPERATING	2023	2024	2024 vs 2023	
	Restated Budget	Proposed Budget	\$	%
Preliminary Operating Budget	15,182	16,349	1,167	7.7%
Mitigation Strategies		(327)	(327)	-2.1%
Operational Investments		263	263	1.7%
Total Operating Budget	15,182	16,285	1,103	7.3%

CAPITAL	2023	2024	2024 vs 2023	
	Restated Budget	Proposed Budget	\$	%
Capital Investments	55	1,872	1,817	3303.6%

City Manager's Office Impact on Tax Levy



QUESTIONS?